

ENGINEERING TRIPOS PART IIA

Friday 6 May 2011

09:00 to 10:30

Module 3E5

HUMAN RESOURCE MANAGEMENT

Answer not more than two questions.

All questions carry the same number of marks.

*The **approximate** percentage of marks allocated to each part of a question is indicated in the right margin.*

There are no attachments.

STATIONERY REQUIREMENTS

Single-sided script paper

SPECIAL REQUIREMENTS

None

You may not start to read the questions printed on the subsequent pages of this question paper until instructed that you may do so by the Invigilator
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- 1 (a) Describe three personnel selection methods (other than personality testing) that are commonly used by organizations. How do they fit with the four common human resource strategies? [40%]

 (b) Evaluate the validity, reliability, utility and fairness of these three selection methods. [30%]

 (c) Discuss the benefits and drawbacks of personality testing for personnel selection. [30%]

- 2 (a) Briefly explain task analysis inventories, the critical-incident technique, and competency modelling. What are the respective strengths and limitations of each? Illustrate your answer with organizational examples. [40%]

 (b) Briefly explain two common organizational financial incentives. Discuss how well they fit with the four common human resource strategies. [30%]

 (c) When is it *not* advisable for managers to increase the autonomy of employees' jobs? Discuss. [30%]

- 3 (a) Explain the different elements of employee performance. Illustrate those elements with examples. [20%]
- (b) Which common rater errors affect the accuracy of managers' performance ratings? How can they be reduced? [30%]
- (c) What are the benefits and dangers of 360-degree feedback? Which measures should a manager take prior to application of this method in order to assure that the process improves employee performance? [50%]
- 4 (a) Explain the three distinct steps of proactive training needs assessment. Illustrate your answer with examples. [20%]
- (b) Briefly explain four different training methods of your choice. What are the pros and cons of each? [30%]
- (c) How would you evaluate the effectiveness of a training of soft skills for engineers? Which evaluation criteria would you choose, and why? Which evaluation design would you choose, and why? Illustrate your answer with examples. [50%]

END OF PAPER

